

Steering
Committee
Kick Off



City Team



Francesca Cigliano
Senior Planner



Camilo Espitia
Chief Design Planner



Dylan Ricker
Associate Planner



Jess Wilson
Design Planner



Sophie Mortimer
Neighborhood Planner

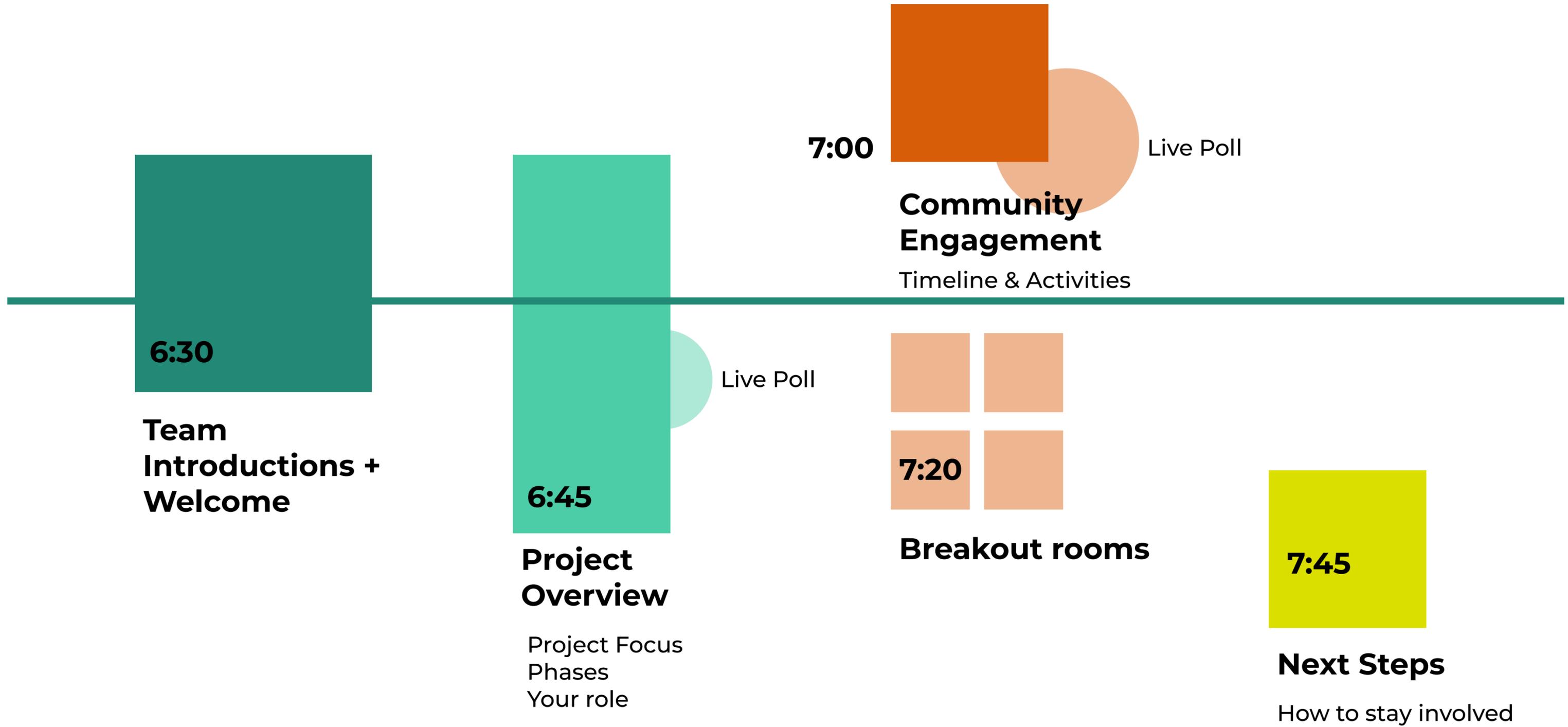
Steering Committee



Take a look at the Steering Committee member list and confirm your title/affiliation

**Please answer the google poll that we're sending on the Zoom chat.
You'll have a chance to introduce yourselves in the breakout rooms!**

Agenda



6:30

**Team
Introductions +
Welcome**

6:45

**Project
Overview**

Project Focus
Phases
Your role

7:00

**Community
Engagement**

Timeline & Activities

Live Poll

7:20

Breakout rooms

7:45

Next Steps

How to stay involved

Team Introductions

Core Team



Matthew Littell, LEED AP
Principal-in-Charge



Will Cohen, AICP
Project Manager &
Urban Planner



Andrea Baena
Deputy Manager &
Engagement Lead



Taskina Tareen, AICP
Senior Urban Designer
and Planner

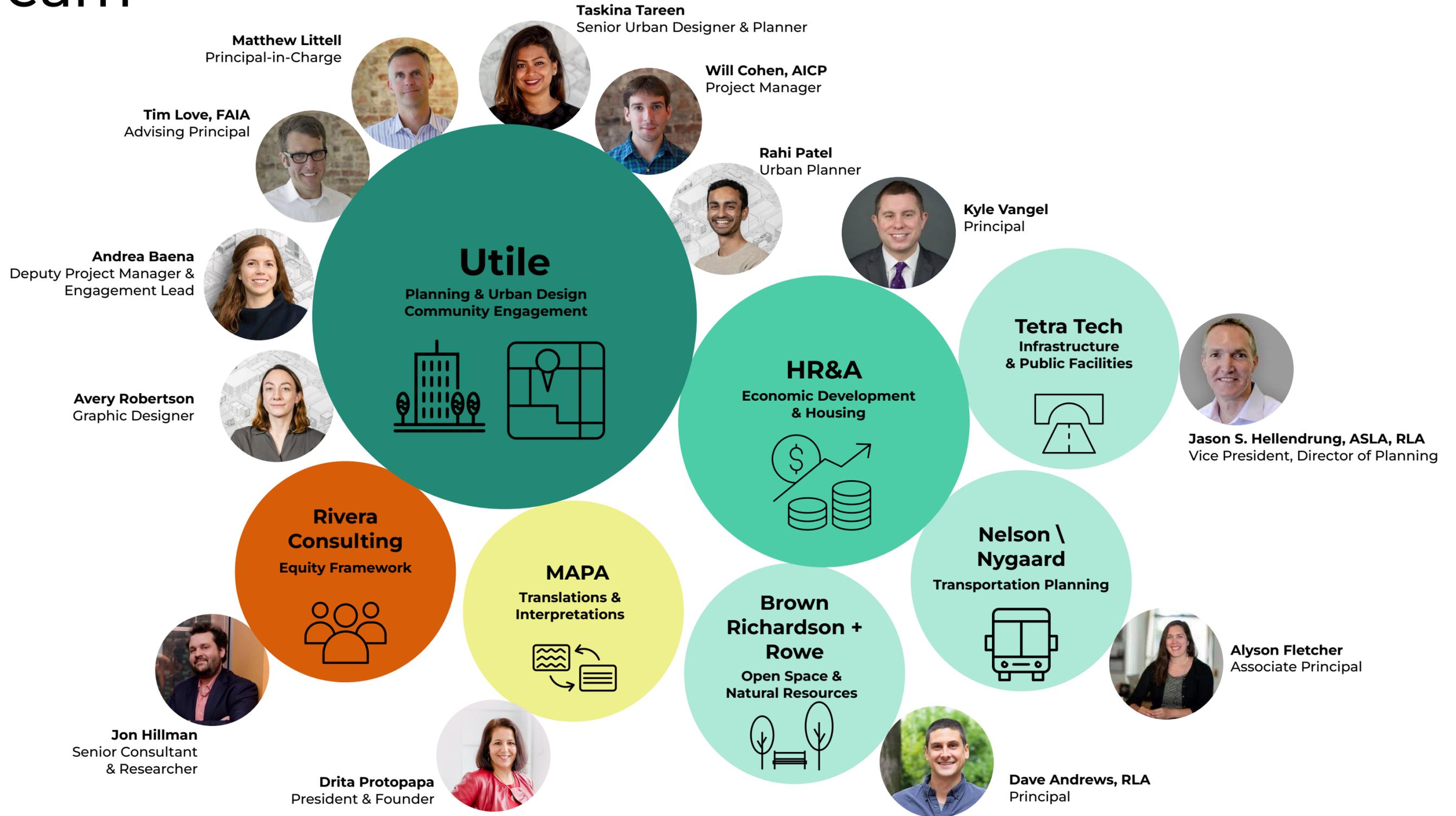


Rahi Patel
Urban Planner



Avery Robertson
Graphic Designer

Project Team



Project Overview

What is a Comprehensive Plan?

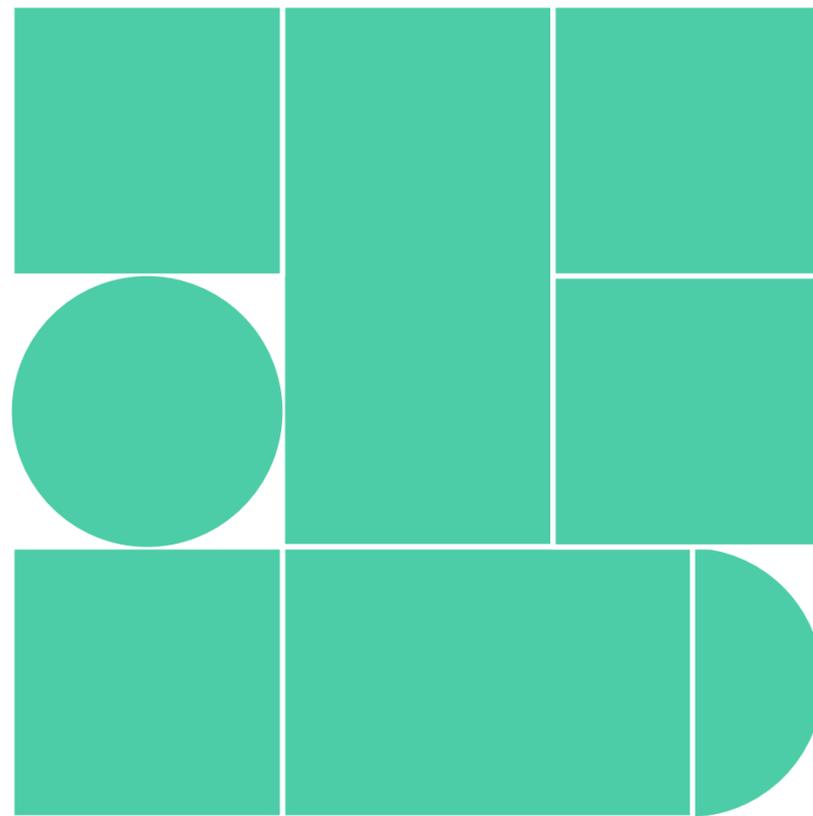
Vision and Values



A shared vision for the city and its neighborhoods

- Past and ongoing planning efforts

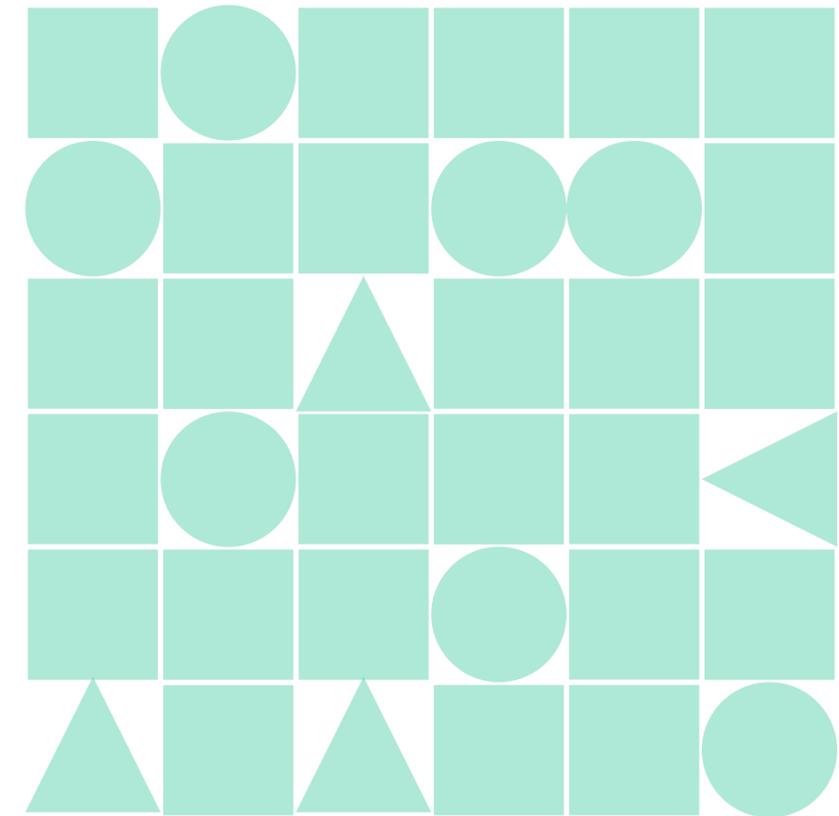
Goals and Objectives



Coordinated goals that support the vision

- City Departments

Actions and Strategies

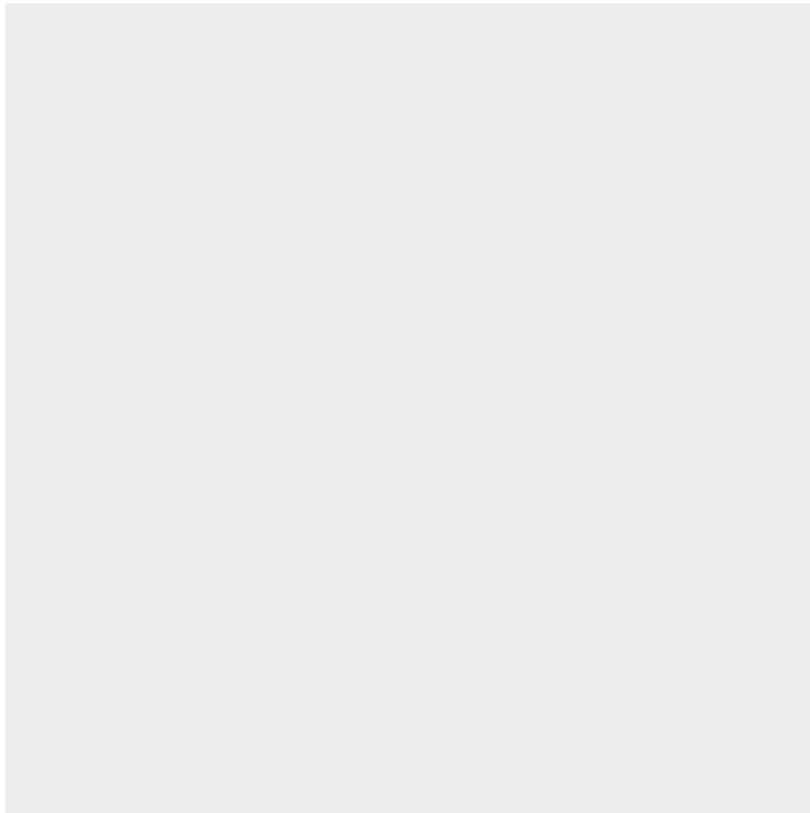


A guide for policymaking and investments in the near future

- Grants and Funds
- Stakeholders
- Existing initiatives

Community Engagement

A Comprehensive Plan is/will NOT

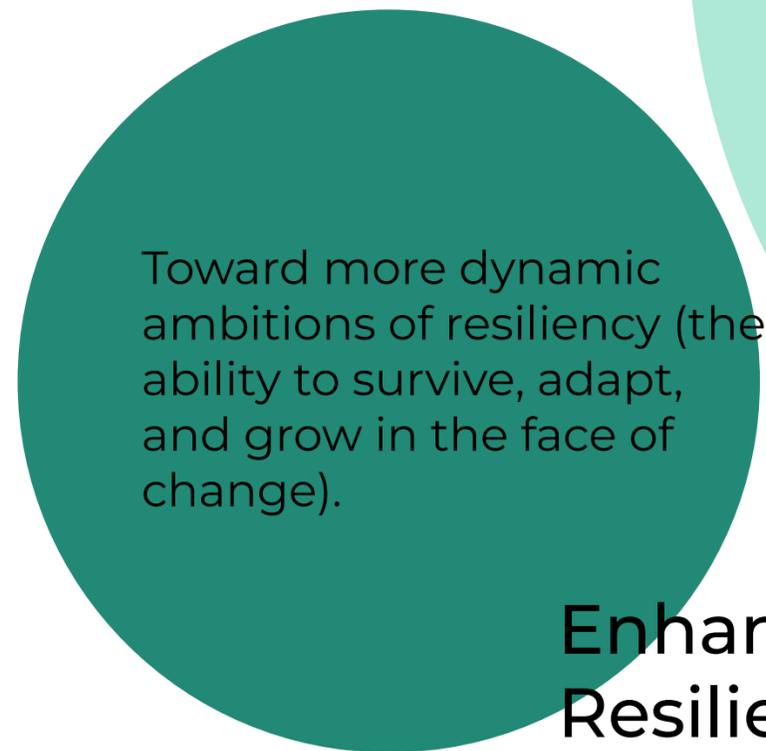


A zoning rewrite, but it can include recommendations for change

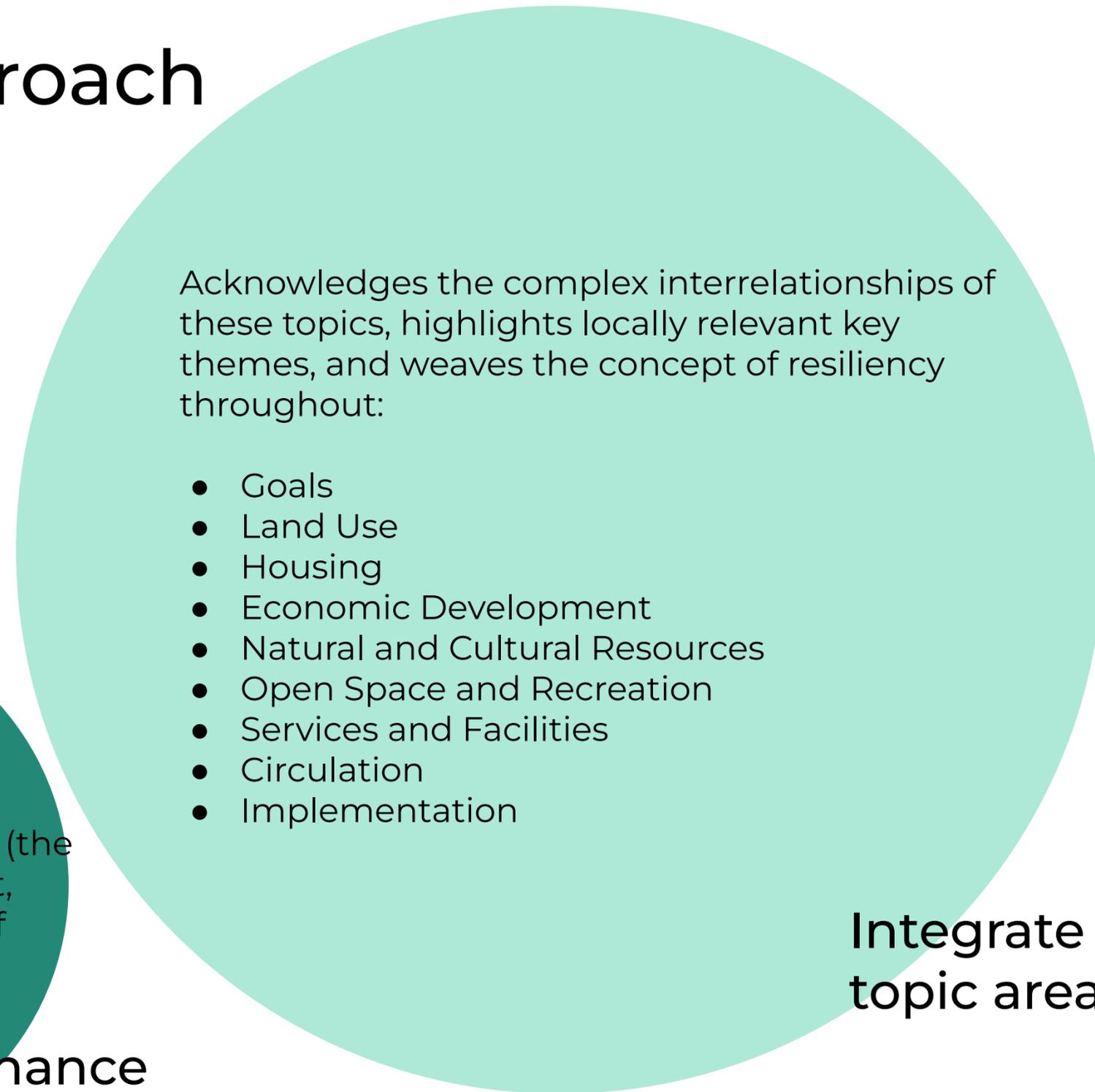
Generate detailed topic-area or place-specific plans, but it can create the framework and guidelines for future initiatives

Decide exactly how local resources will be spent, but it can provide a basis for future decision-making

Lowell Forward - approach



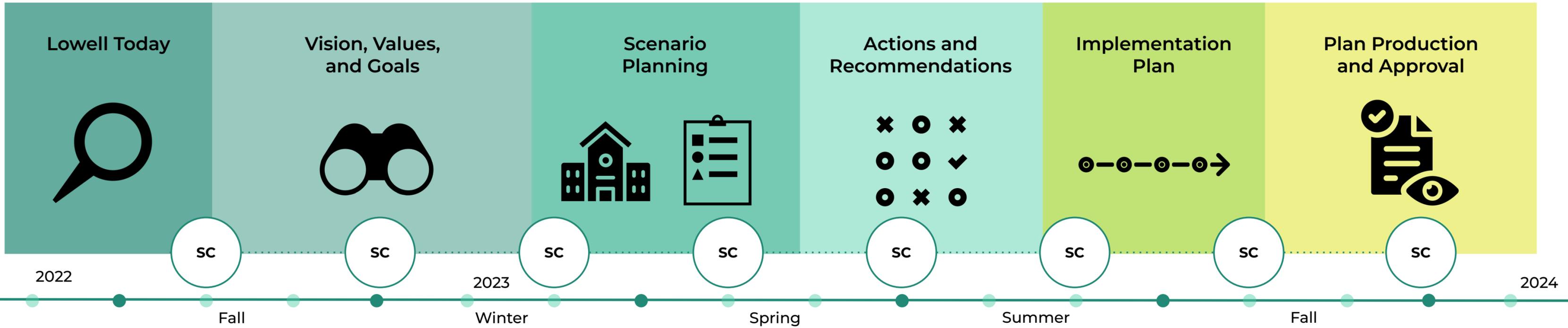
**Enhance
Resiliency**



**Integrate
topic areas**

Plan Steps/Phases

Learning and visioning → Testing future visions → Developing the plan →



Where are we today?

Where do we want to go?

How do we get there?

What we need from you

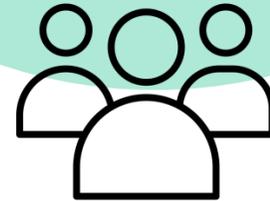
Provide input and feedback to the planning team throughout the master planning process.

- Review draft documents, data, and findings
- Refine plan recommendations.
- Discuss concerns and goals



Recommend strategies for public outreach and engagement.

- Offer guidance on public engagement strategies
- Help facilitate and/or lead engagement events
- Support public engagement outreach efforts



Review and issue recommendations concerning other matters as referred to the Committee, from time to time, via the project team, City Manager, or City Council.

This process cannot be owned by city staff, the Steering Committee or the consultant team, engagement must be co-designed, co-owned, and co-managed by the community.

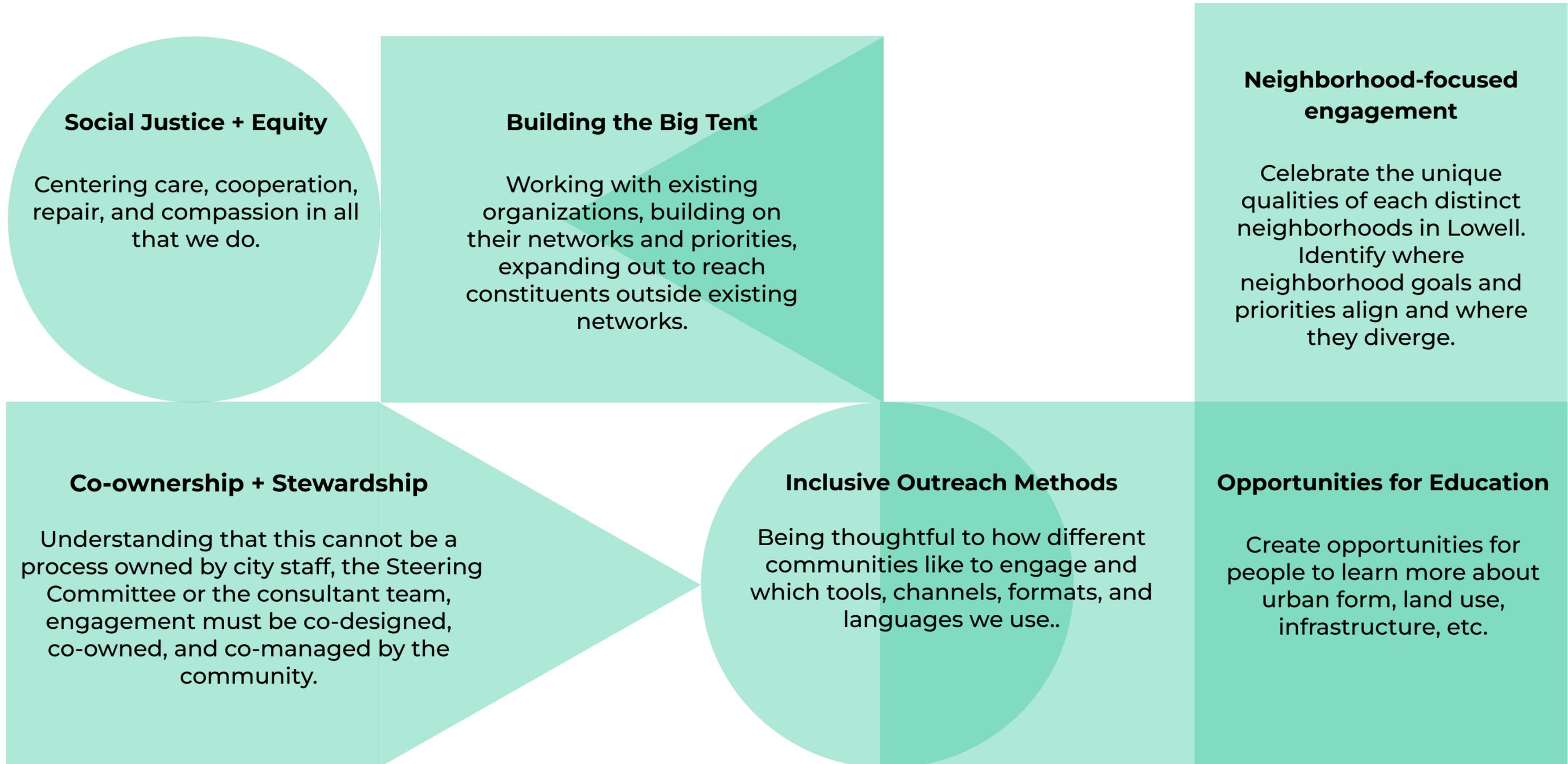
What are you both excited about and willing to help with the most?

1. Discuss concerns and goals
2. Review draft documents, data, and findings
3. Refine plan recommendations.
4. Offer guidance on public engagement strategies
5. Help facilitate macro public engagement events (citywide)
6. Lead micro public engagement events (neighborhood or local scale)
7. Support public engagement outreach efforts

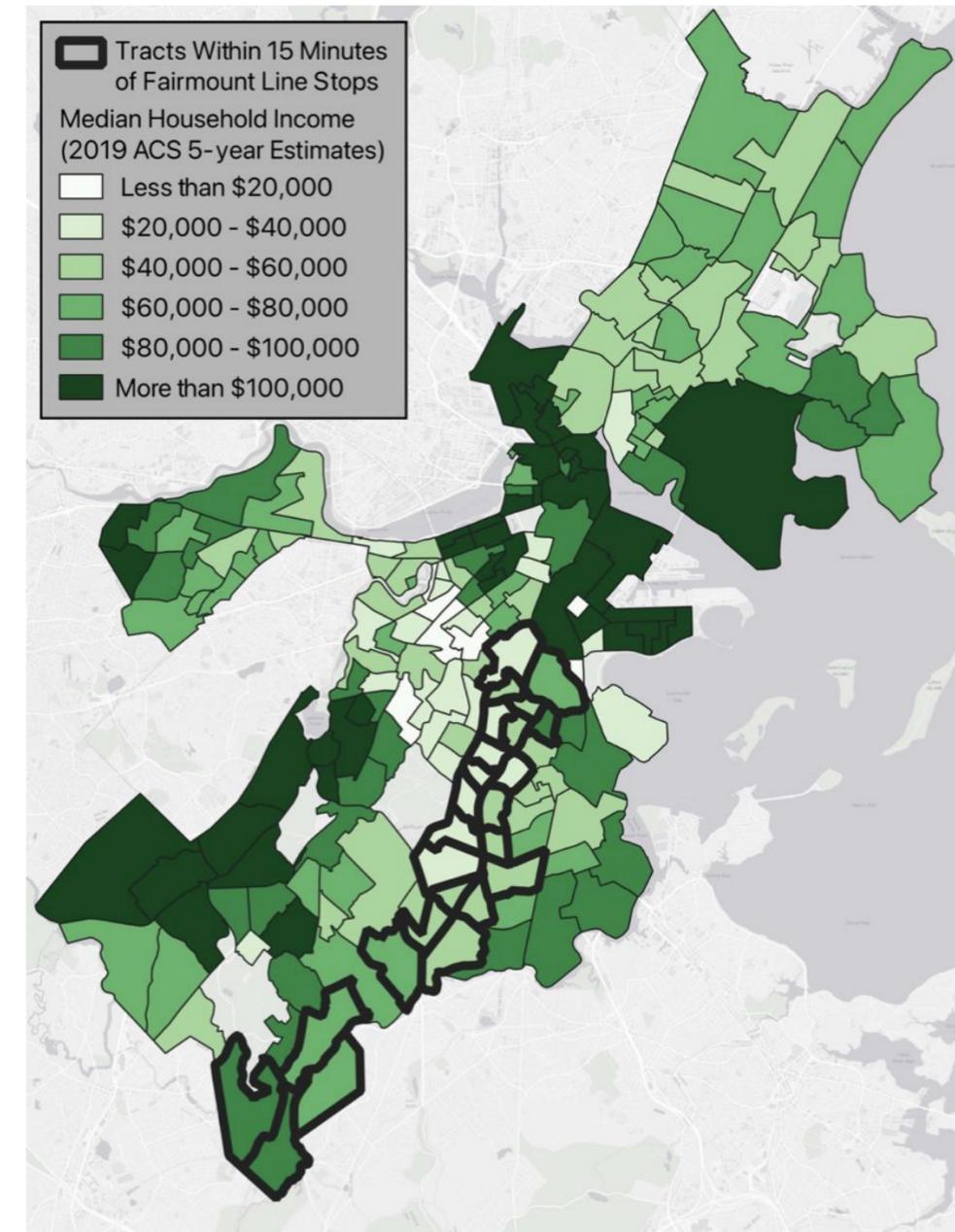
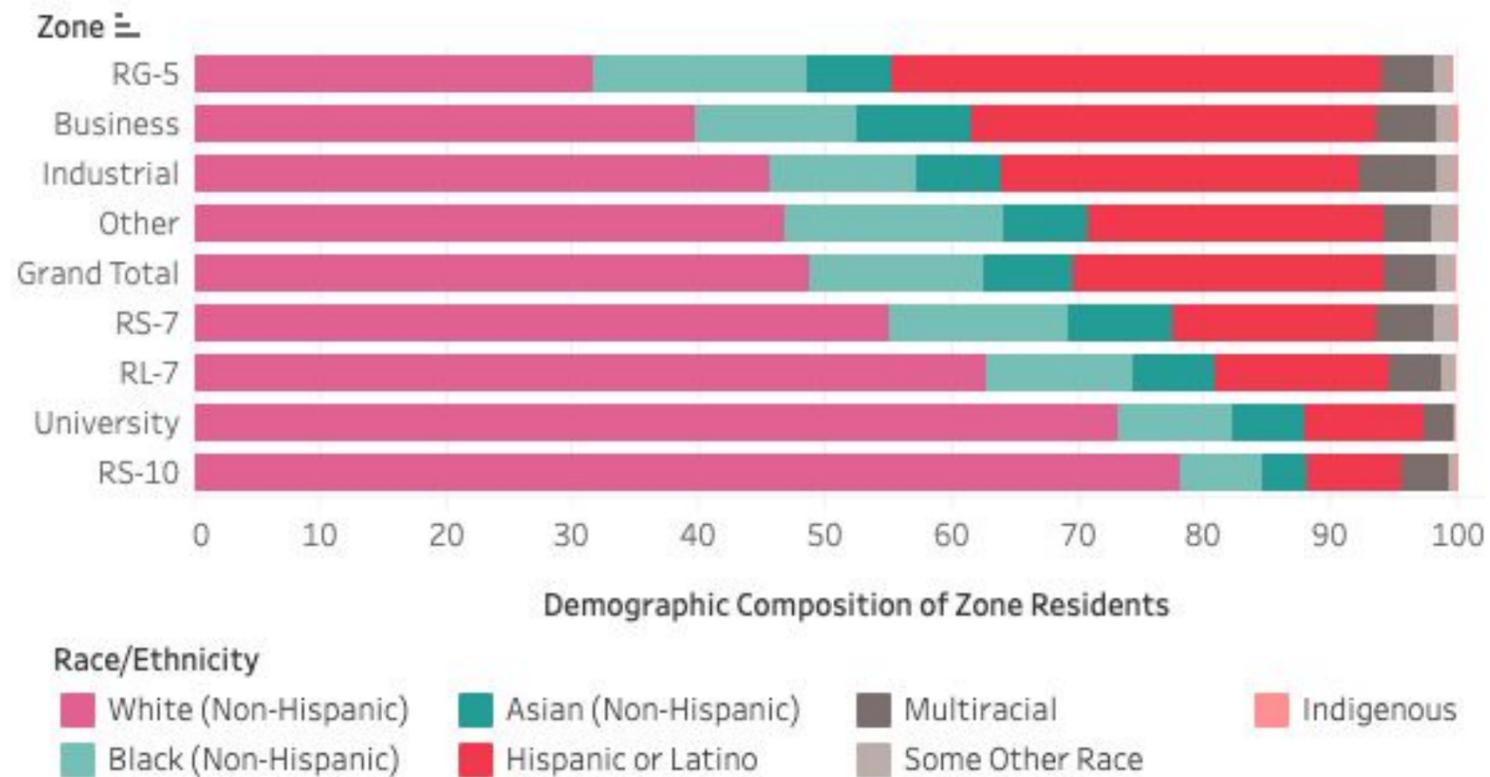
*We can discuss any questions you have about these tasks/responsibilities when we break out into rooms.

Community Engagement

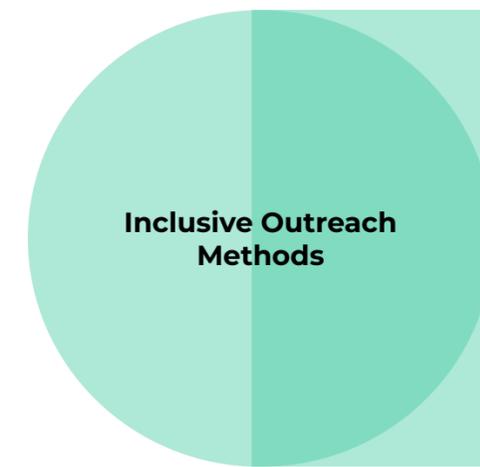
Lowell Forward's Engagement Values



A strategic framework guides the process: Social Justice and Equity Analysis Framework

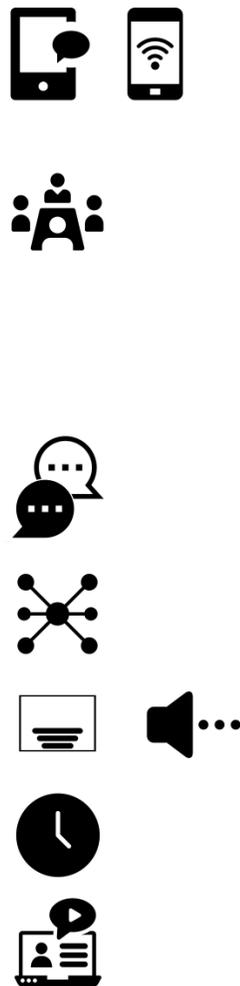


Strategic Outreach Populations of Focus



	BIPOC	Immigrants + Non-Native Speakers	Youth	Seniors	Renters	Working Parents/ Caretakers	People with Disabilities
Organizer							
Comment Cards							
Survey #1 (Pol.is)							
Survey #2							
Public Workshop (In-Person)							
Public Workshop (Virtual)							
Meeting-In-A-Box							
Council District Events							
Focus Groups							

Barriers	Strategy
Lack of internet access	<ul style="list-style-type: none"> - Separate simpler/quick response survey or comment card (both written + phone text) - In-person meetings
Illiteracy	<ul style="list-style-type: none"> - In-person meetings - Descriptive videos
Language access	<ul style="list-style-type: none"> - Live interpretation for citywide workshops - Listening tour with meetings catered to neighborhood's languages
Cultural norms	<ul style="list-style-type: none"> - Engagement through Social Media/WhatsApp/SMS
Disability	<ul style="list-style-type: none"> - Accessible meetings
Lack of time	<ul style="list-style-type: none"> - Meeting people where they are (bus stops, libraries), posters with a barcode. - Food + childcare at in-person meetings
Digital Capability	<ul style="list-style-type: none"> - Videos/In-person tutorials



Community Organizer

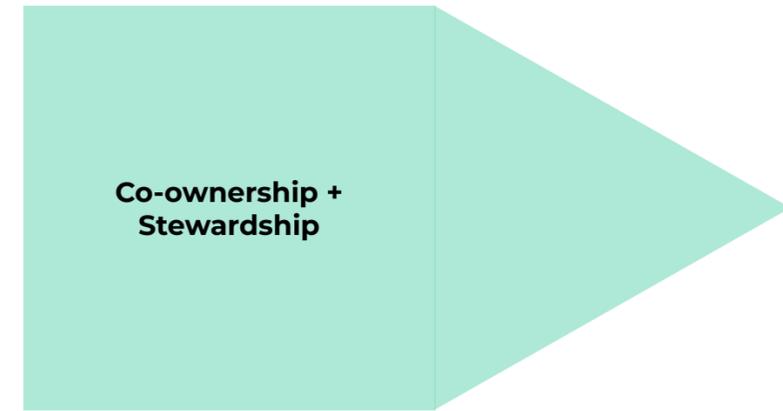
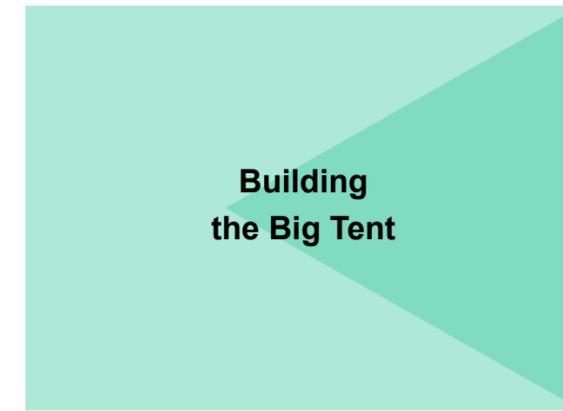
- Engage, listen to, and build trust with historically underrepresented populations in Lowell.
- Open doors to continued civic engagement through clear and open communications, inspiring grassroots/citizen agency.

Traditional Methods

- Recruit participation for public events
- Communications and event support

New Methods

- Build strategic networks, teams
- Collect, report, and analyze data



Community Organizer for Worcester Now | Next

Community Organizer - Spread the word!

Share on social media ▼



Distribute Flyers by
email or in person ▶



Link to job post:

<https://www.utiledesign.com/news/utile-seeking-community-organizer-for-lowells-comprehensive-master-plan-process/>

Community Organizer - Spread the word! (email template)

Utile Hiring Community Organizer for Lowell Citywide Planning Process

Utile is excited to be leading Lowell Forward—the City of Lowell’s Comprehensive Master Plan process. **To support more equitable local engagement, we are seeking passionate and experienced part-time community organizers to join the planning team.**

To read the full job description, please click [here](#). Applications are due October 20th.

If your skills and experiences are a fit for the role, we’d love to hear from you! Please [click here to upload a resume and cover letter](#). In the cover letter, please describe any relevant experience in urban planning processes, advocacy, electoral, or institutional community organizing and lessons learned as it pertains to equitable engagement practices. Experience working within Lowell communities is preferred.

Thick engagement

Learning and Visioning → Testing Future Visions → Developing a plan →

Inform

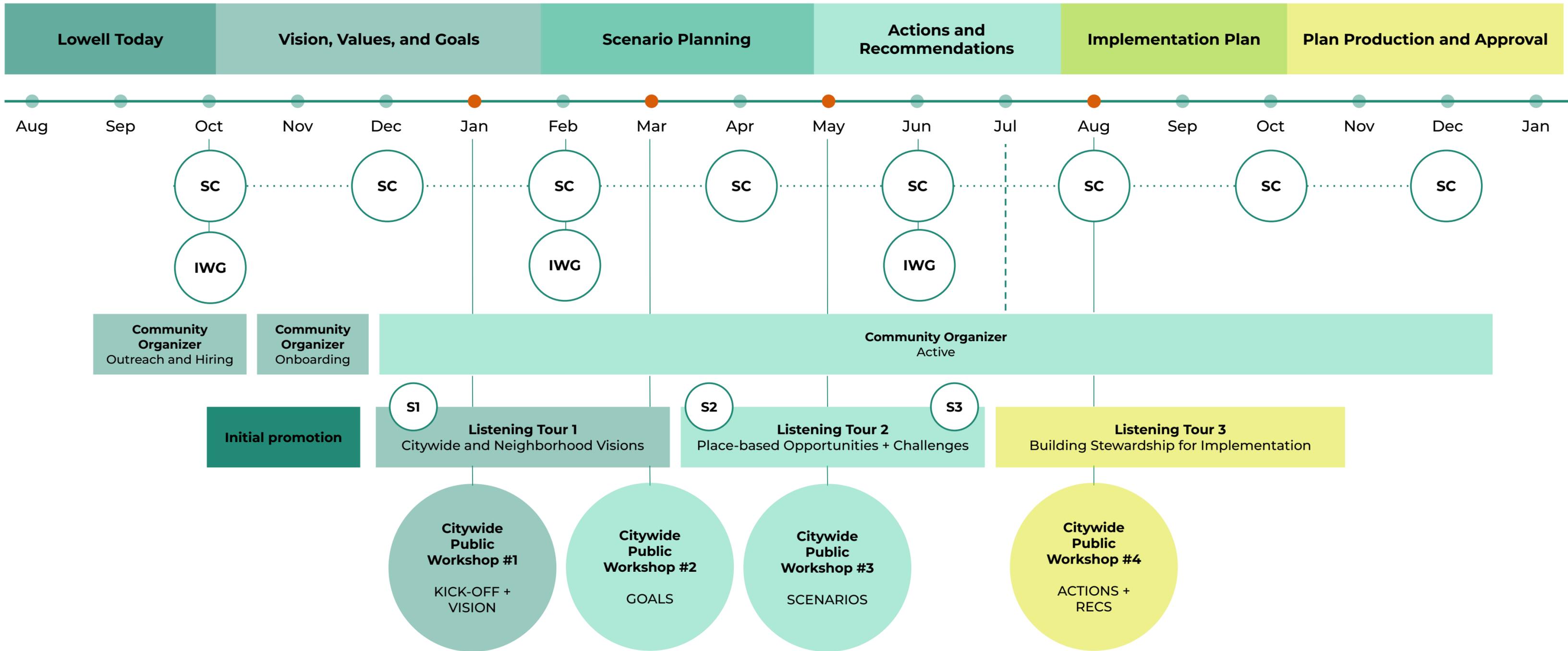
Listen + Understand

Involve + Collaborate

Empower + Co-create

Timeline

Learning and Visioning → Testing Future Visions → Developing a plan →



SC = Steering Committee, IWG = Interdepartmental Working Groups, S = Survey Launch

4 Levels of Effort

How to approach engagement barriers?

Micro

Digital

 Social media influencers and existing groups

 Stakeholder groups and focus groups

In person

 Street teams

 Neighborhood focus groups

 Event pop-up

 Flyers or boards in convenient locations

Macro

Digital

 Instagram

 Website

 Surveys

 Mapping

In person

 Public/Citywide Workshops

Citywide Workshops

Macro Engagement

A city wide event on to share updates and gather feedback for important project milestones.



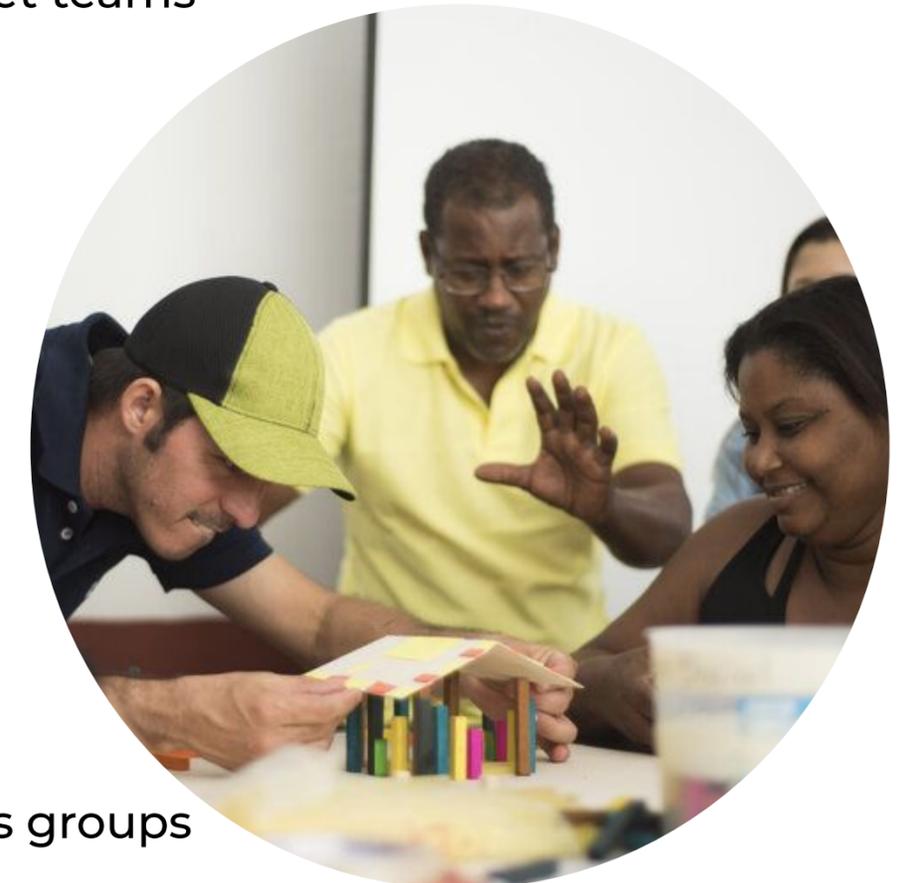
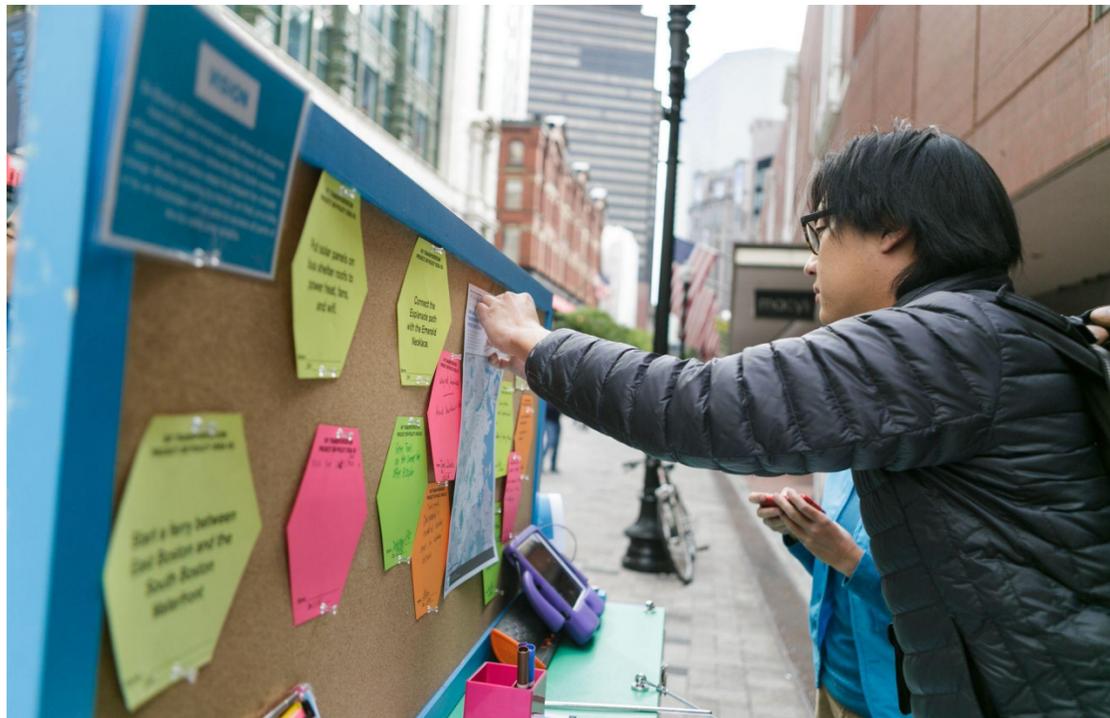
Worcester Now | Next 1st Public Meeting



Listening Tour

Micro engagement

In order to learn more about neighborhood-by-neighborhood priorities, Listening Tours will bring information and activities to people in their own spaces.



Street teams

Pop-up event

Board at convenient location

Focus groups

Engagement Activities



Inform, promote, outreach, create excitement

- Website launch
- SM launch
- News/ e-blasts

Listen, understand

- S1: Visioning Survey
- Street teams with comment cards

Involve, collaborate

- S2: Collective mapping
- Pilot projects
- Neighborhood focus groups
- Preference surveys

Empower, cocreate, apply

- S3: Agree/disagree to main recs
- Build stewardship
- Decide priorities and timeline



Listen, understand

- Official kick-off
- Visioning Survey
- Where do you live/work/play map?



Involve

- React to initial goal insights



Collaborate

- React to development visions
- Trade-offs



Collaborate, cocreate

- Prioritize actions and recommendations
- Identify stakeholders to implement

Collective/Participatory Mapping

Identifying place-based opportunities and challenges



Vision Lynn



Forward Lowell



Envision Cambridge

'Science Fair'



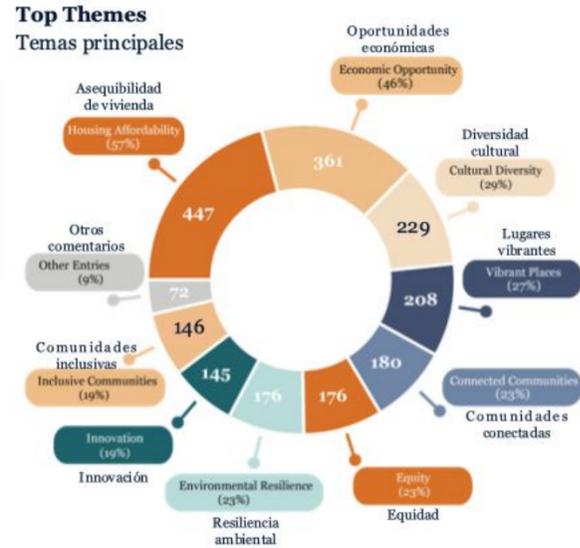
Imagine Boston



Imagine Nashua

Survey

Are useful at different times throughout the process, either to build a shared vision or to build consensus.



Our Top Vision Statements

Nuestras principales declaraciones de la Visión

1. Feel Safe & Comfortable | Sentirse seguros y a gusto

A city where people feel safe and comfortable to live, work, learn, and play.

Una ciudad donde las personas se sientan seguras y a gusto para vivir, trabajar, aprender y entretenerse.

2. Access to Opportunities | Acceso a las oportunidades

A city where all community members have the housing, transportation access, social connections, and educational or economic opportunities to live a fulfilling life.

Una ciudad donde todos los miembros de la comunidad tengan vivienda, acceso al transporte, conexiones sociales y oportunidades educativas o económicas para vivir una vida plena.

3. A City To Be Proud Of | Una ciudad de la cual estar orgullosos

A city to be proud of, with strong, diverse, and connected communities that take care of our shared spaces, natural resources, and each other.

Una ciudad de la cual estar orgullosos, con comunidades fuertes, diversas y conectadas que cuiden de nuestros espacios compartidos, los recursos naturales y mutuamente.

Spring Survey Results

Resultados de la Encuesta de Primavera



Now | Next
Worcester's Citywide Plan

Date:
Location:

By the Numbers De acuerdo con las cifras

1,377
People Voted
personas votaron

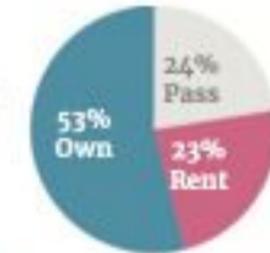
108,584
Votes Cast
votos emitidos

1,241
Statements Submitted
afirmaciones presentadas

1,144
People Grouped
personas agrupadas

78.86
Votes per Voter
votos por votante

2.41
Statements per Author
afirmaciones por autor



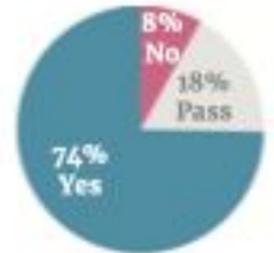
Do you rent or own?
¿Usted alquila o es propietario?

Compare this: ACS 2020 data reports that 58% of households rent. En comparación: la ACS de 2020 arrojó que el 58% de los residentes alquilan.



Do you work in Worcester?
¿Usted trabaja en Worcester?

Compare this: ACS 2020 data estimates that 55% of residents work in the city. En comparación: en la ACS de 2020 se estima que el 55% de los residentes trabajan en la ciudad.



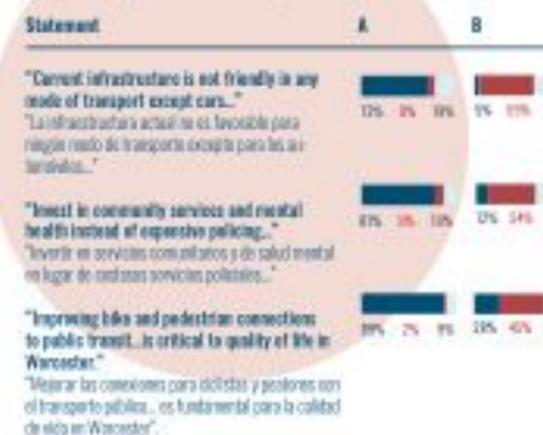
Do you live in Worcester?
¿Usted vive en Worcester?

Opinion Groups Grupos de opinión

Two opinion groups were identified, representing differing attitudes towards particular issues like vehicular infrastructure and policing. These groups tended to vote the same way on other issues.

Se identificaron dos grupos de opinión, que representaban actitudes diferentes hacia asuntos concretos como la infraestructura vehicular y los servicios policiales. Estos grupos tienden a votar en el mismo sentido en otros asuntos.

Group A: 1041 People Grupo A: 1041 personas



Group B: 103 People Grupo B: 103 personas



Although opinion groups disagreed on several topics, they tended to agree on the majority of them.

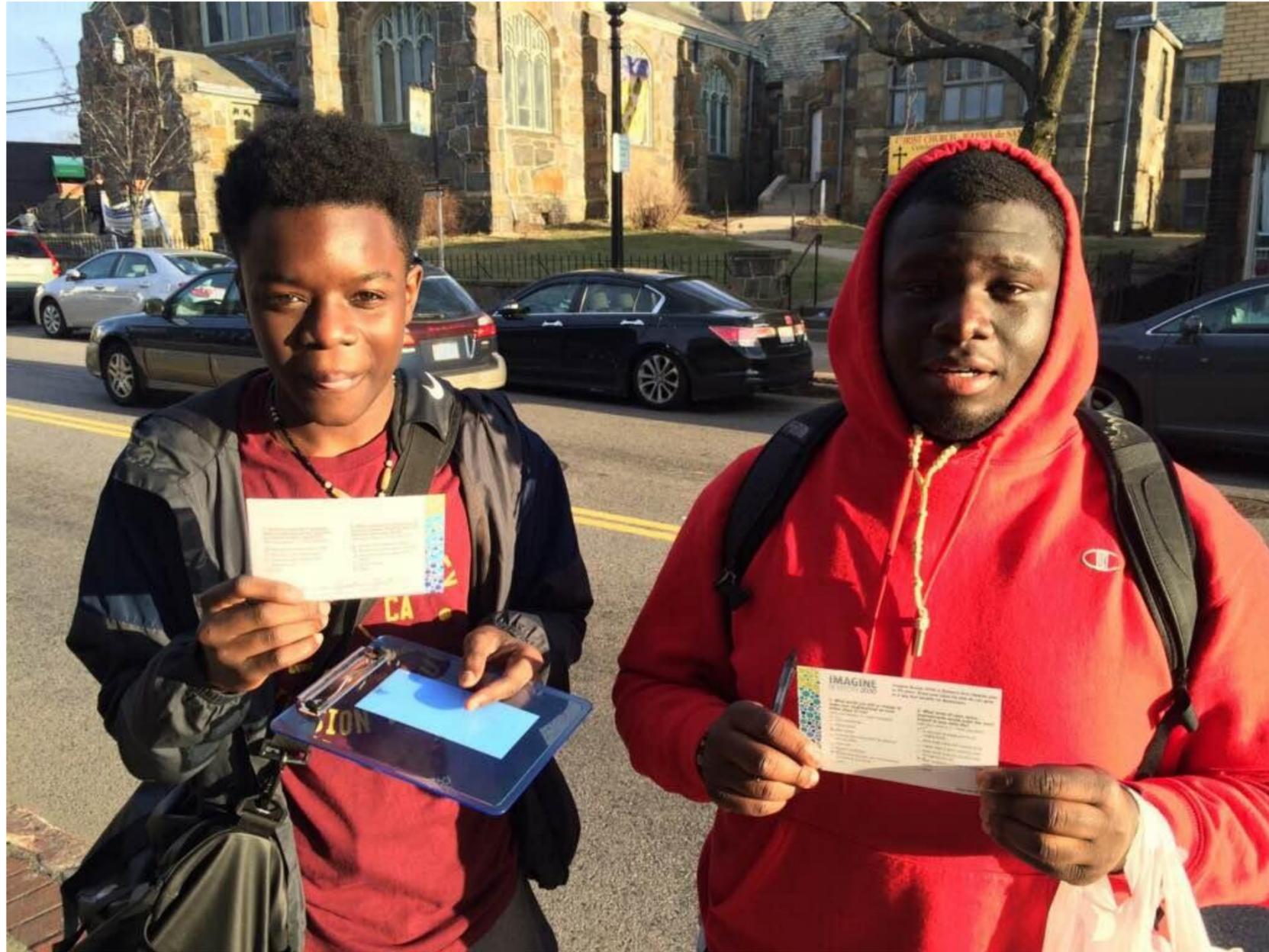
Each dot represents one statement. The left side represents stronger consensus between opinion groups, the right side represents stronger disagreement.

Si bien los grupos de opinión estuvieron en desacuerdo en varios temas, tendieron a estar de acuerdo en la mayoría de ellos.

Cada punto representa una afirmación. El lado izquierdo representa un mayor consenso entre los grupos de opinión, el lado derecho representa un mayor desacuerdo.

Street Teams

Teams of local volunteers engaging with their communities



Imagine Boston



Pin-up board at convenient location

Reaching people where they are



Imagine Boston



Go Boston

Pop-up Events

Participating in existing community events

- Pop-up events help us reach folks where they are.
- Specifically will reach more low-income populations, those who live in affordable housing, and working parents:
 - Mobile Farmers' Markets
 - Standing Farmers' Market
 - Back to School Jam
 - Out To Lunch Fest
 - More, smaller, based on organizer- EBS, etc



Now | Next Worcester's Citywide Plan

Summer Listening Tour Gira de Escucha de Verano

Join us at pop-up events throughout the city to share your vision for Worcester.

Únase a nosotros en los eventos emergentes que se celebran en toda la ciudad para compartir su visión de Worcester.

 <p>MOBILE FARMERS' MARKET MERCADOS AGRICOLA MOVIL</p> <p>District 2 + 4 / Distrito 2 + 4 Wednesday August 10 / Miércoles 10 Agosto 8:30am-4:00pm www.recworchester.org/farmers-markets</p>	 <p>OUT TO LUNCH FESTIVAL FESTIVAL FUERA A COMER</p> <p>District 4 / Distrito 4 Thursday August 18 / Jueves 18 Agosto 11:00am-2:00pm Worcester Common</p>
 <p>MOBILE FARMERS' MARKET MERCADOS AGRICOLA MOVIL</p> <p>District 1 + 3 / Distrito 1 + 3 Thursday August 11 / Jueves 11 Agosto 8:30am-4:00pm www.recworchester.org/farmers-markets</p>	 <p>BACK TO SCHOOL JAM FESTIVAL DE LA VUELTA AL COLE</p> <p>District 4 / Distrito 4 Sunday August 28 / Domingo 28 Agosto 12:00pm-6:00pm https://whatsappworchester.com/?p=1203</p>
 <p>BEAVER BROOK FARMERS' MARKET MERCADOS AGRICOLA DE BEAVER BROOK</p> <p>District 5 / Distrito 5 Monday August 15 / Lunes 15 Agosto 9:00am-12:00pm 306 Chandler St., Worcester MA</p>	 <p>And more! If you see the Worcester Now Next table out this summer, say hello!</p> <p>Y mucho más. Si ves la mesa de Worcester Now Next este verano, ¡saluda!</p> <p>https://now-next.worcesterma.gov/events </p>



How do you envision the future of Worcester? If you could change one thing about Worcester as part of the city's next chapter, what would you change?

What's NEXT for Worcester?



Social Media

Reaching demographics who prefer to communicate through social media

- Information sharing
- Identify challenges and opportunities through citizen participation
- Build trust
- Establish social networks to support information exchange and facilitate creation of new social capital
- Learn interests and perspectives of other stakeholders
- Educational efforts
- Organize collective actions

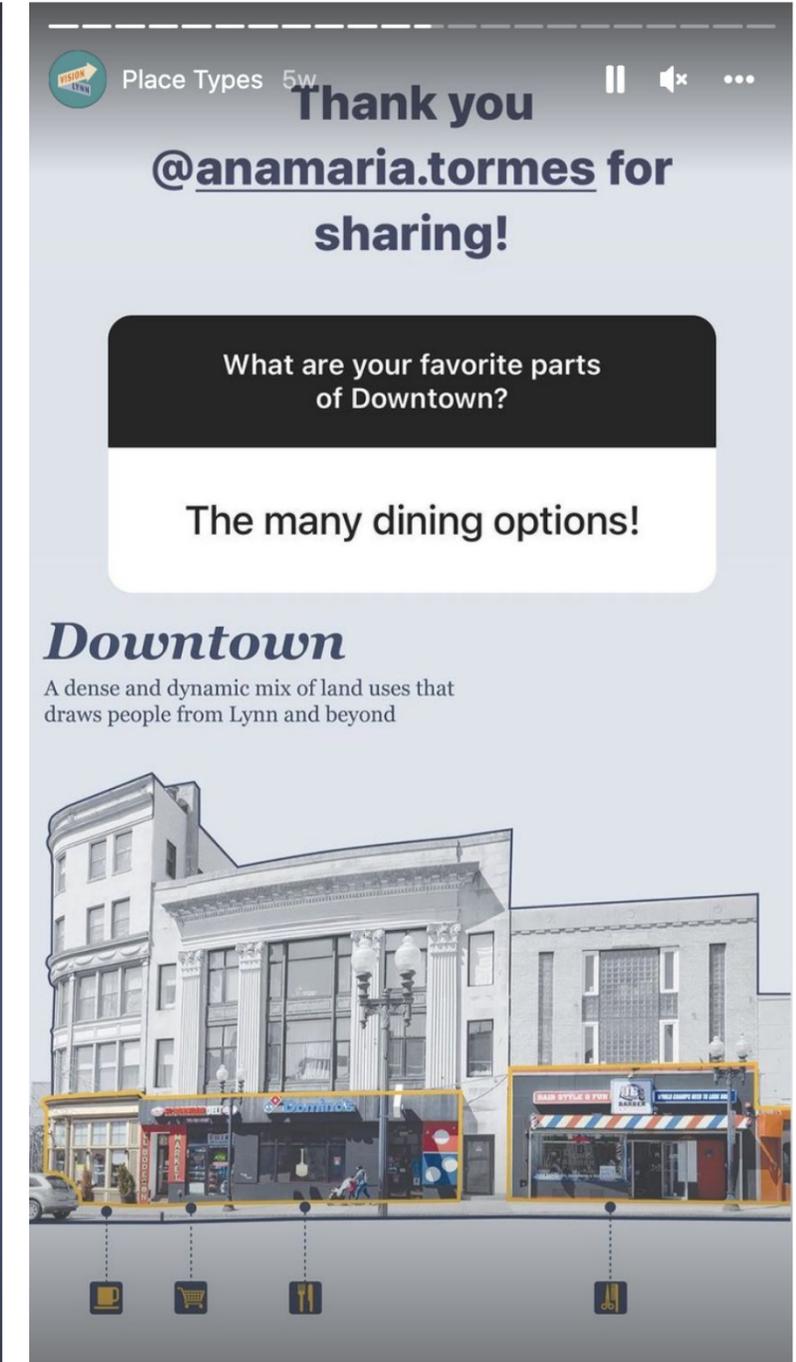
Social Media Campaign



Outreach through Social Media



Polling through Social Media

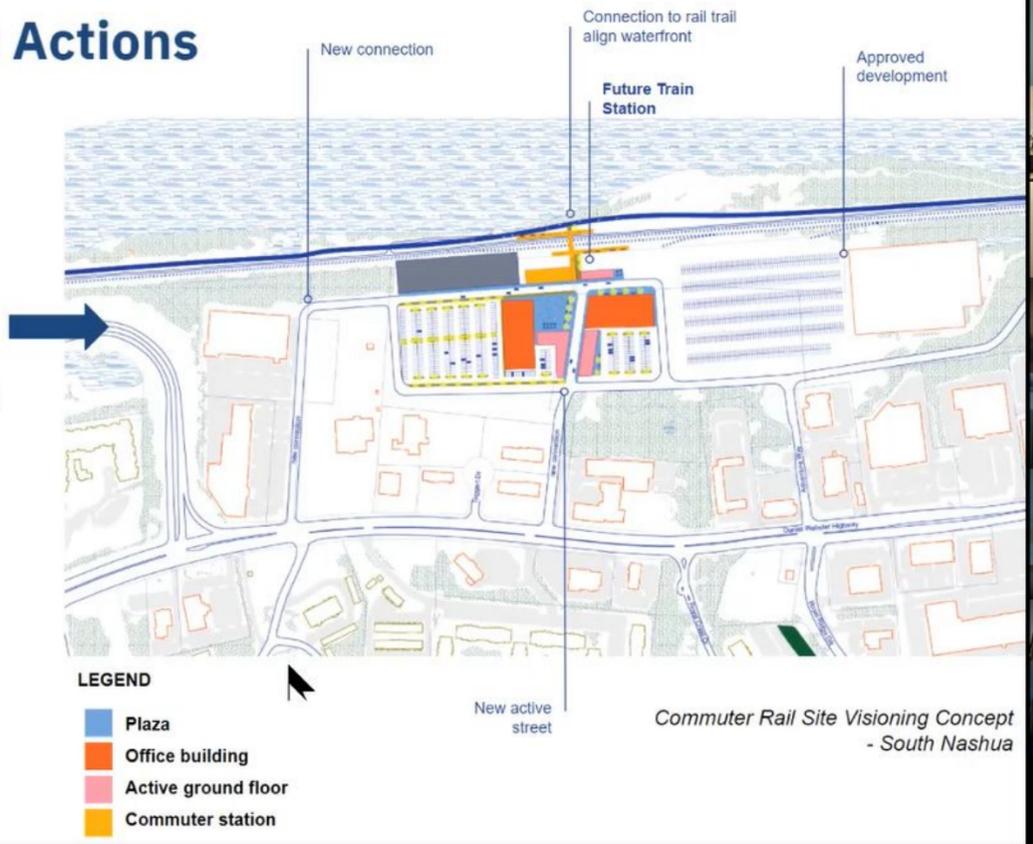


Focus Groups

Engaging with neighborhood organizations or stakeholders

Imagine Nashua: Priority Actions

- **Priority Action**
Plan proactively around future commuter rail station locations.
 - 25 Crown St downtown station location, South Nashua Dow property - Spit Brook and exit 2
 - **Facilitate increased housing development and job centers** within walking distance of future commuter rail stations
 - **Create infrastructure for biking and pedestrian access** to meet projected needs
 - **Develop a systemic solution for parking**



LEGEND

- Plaza
- Office building
- Active ground floor
- Commuter station

Commuter Rail Site Visioning Concept - South Nashua

utile Ninigret | Partners VIVA Consulting Horsley Witten Group TOOLE DESIGN Brown, Richardson + Rowe Imagine Nashua Master Plan utiledesign.com 17

▶ 22:11 / 1:22:07



Imagine Nashua

Workshop in Cartagena

Pilot projects

Leveraging existing community efforts

This approach creates a funding mechanism for existing justice organizations and other grassroots groups working in historically excluded communities, so that they may better support the planning effort. A funding mechanism might be a small grant that helps the organization spread the word or complete a micro-project related to the project.



Grow Nashua (example of micro-project)

Which activities would be most successful in engaging your community?

- A. Collective mapping (digital and in person)
- B. Street teams
- C. Pin-up board or flyers at convenient location
- D. Social Media (ex. Instagram)
- E. Focus groups* (digital and in person)
- F. Pop-up events
- G. Science fair style meeting
- H. Pilot projects
 - I. Surveys (mostly digital)
- J. Citywide public workshop
- K. Other (please describe)

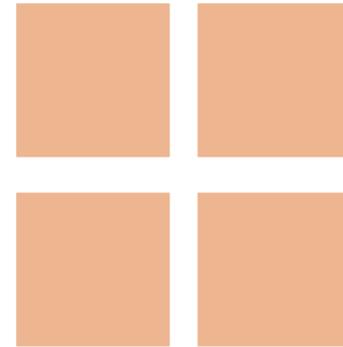
*Focus groups for neighborhood groups, stakeholders, demographic groups, etc

Which activities would you be willing to help facilitate?

- A. Collective mapping (digital and in person)
- B. Street teams
- C. Pin-up board or flyers at convenient location
- D. Social Media (ex. Instagram)
- E. Focus groups* (digital and in person)
- F. Pop-up events
- G. Science fair style meeting
- H. Pilot projects
 - I. Surveys (mostly digital)
- J. Citywide public workshop
- K. Other (please describe)

*Focus groups for neighborhood groups, stakeholders, demographic groups, etc

Breakout Rooms



Next Steps

Next Steps

- Existing Conditions - Lowell Today
- How to stay involved
 - Lowell Forward Website, Instagram, Facebook will go live soon!
 - Sign up to the newsletter
- Community organizer (help us spread the word!)

Thank You!

